

Seven Step Workforce Planning Model

I. Prepare for the Workforce Planning Process

- A. Does your organization have a strategic plan?
 1. If so, review it, ensuring it is:
 - a. Current -- review all aspects of your strategic plan: mission, vision, measurable goals and objectives, and timeframes; and
 - b. Aligned – with plans created at higher levels in your agency
 2. If not, consider:
 - a. Developing a strategic plan before developing your workforce plan; or
 - b. Developing an approach to engage in workforce planning without a strategic plan in place.
- B. Establish your workforce planning process strategy:
 1. Ensure leadership and resources are committed.
 2. Build the planning team.
 3. Develop a communication plan.
 4. Develop work plans and timelines for the planning process.
- C. Develop your workforce plan goals, objectives and performance measures.

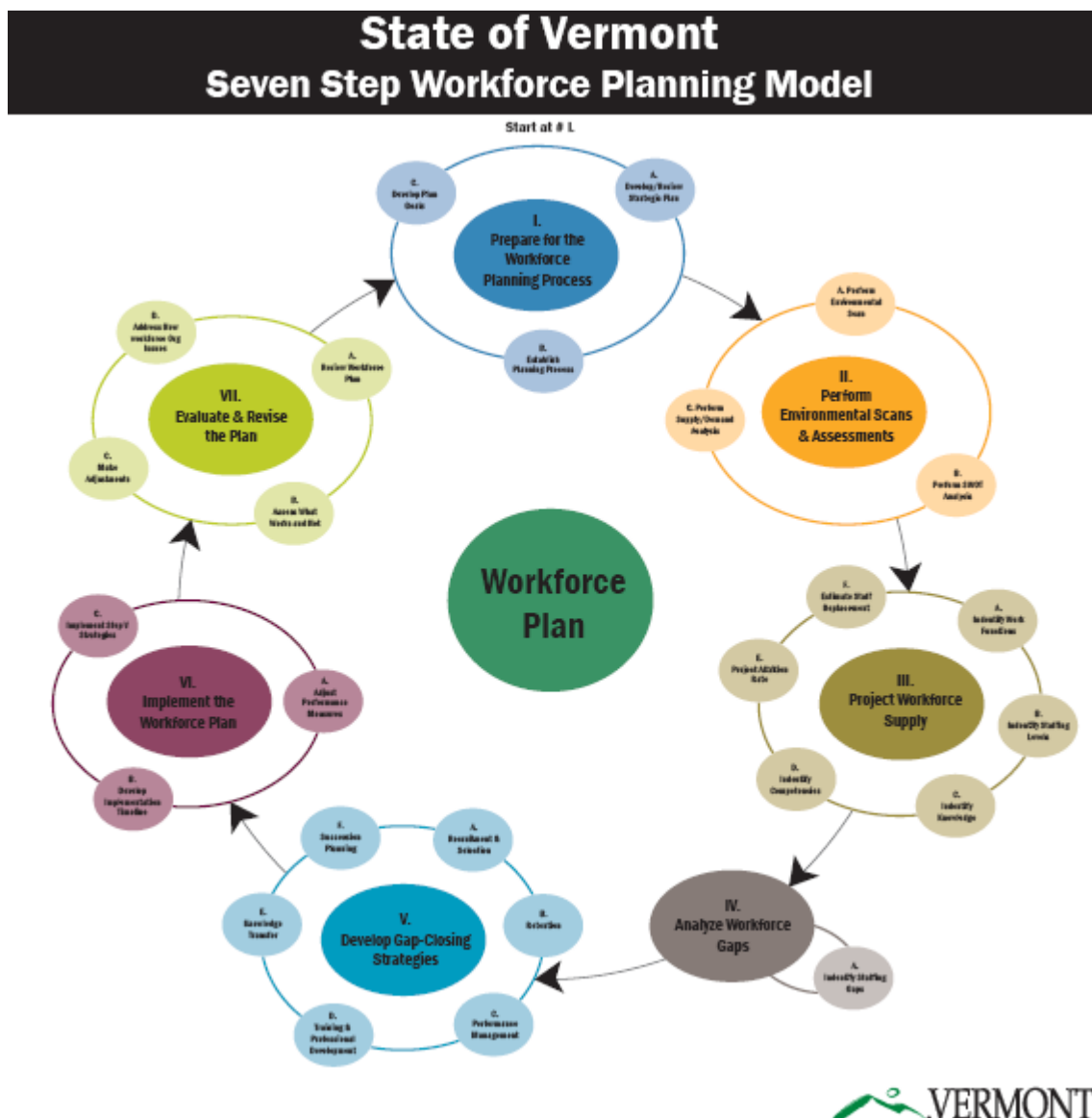
II. Perform Environmental Scans and Assessments using workforce and other data

- A. Conduct a workforce environmental scan.

This includes external and internal, including (but not limited to):

 - identifying the current staffing levels
 - employee demographics
 - retirement eligibility
 - turnover and vacancy patterns
 - recruitment patterns
 - protected class analysis

- B. Conduct a workforce SWOT or SCOT analysis (Strengths, Weaknesses or Challenges, Opportunities, and Threats).
- C. Conduct a workforce supply/demand analysis using the strategic plan and the results of the environmental scan and SWOT analysis. Include:
 1. Identifying the current “Knowledge, Skills and Abilities” (KSAs – also known as “competencies) base available; and
 2. Identifying the current job classes.



III. Project the Workforce Supply Needed to Accomplish Your Strategic Plan

- A. Identify work functions that must be performed in order to accomplish the strategic plan.
- B. Identify the staffing levels needed to accomplish those work functions identified above.
- C. Identify the KSAs/competencies required to accomplish those work functions identified above.
- D. Identify the KSAs/competencies needed in each job class (category of staff).
- E. Project the attrition rate likely given current attrition and such external influences as the economy, local and national competition for job applicants who have the competencies you need, etc.
- F. Consider whether or not you will be able to replace staff lost through attrition (e.g. political and economic influences).

IV. Analyze Workforce Gaps

Identify staffing gaps and surpluses, using a competency assessment model to compare the staffing requirements with the projected workforce supply.

V. Develop Gap-Closing Strategies to Meet Your Workforce Needs

Strategies will include, but not be limited to:

- Recruitment and Selection
- Retention
- Performance Management
- Training and Professional Development
- Knowledge Transfer and Cross-training
- Succession Planning

VI. Implement the Workforce Plan

- A. Adjust performance measures established in Step I.C.
- B. Develop the Implementation Timeline.
- C. Implement the strategies established in Step V.

VII. Evaluate and Revise the Plan

- A. Review the workforce plan objectives, performance measures, and timeline.
- B. Assess what is working and what is not, both in the plan and in the planning process (this is an ongoing process).
- C. Make adjustments as needed.
- D. Address new workforce and organizational issues as they arise.